

Councils, Councils Everywhere: How Your Voice Gets Heard:

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Combined Councils, 2006

Concil vs Exec

- Goes with the position
- Executive Council: Usually from each of Disciplines

Objectives

- Evaluate council requirements and collaboration techniques to become a successful leader
- Discuss successful ways to have your ideas heard when the demands of the work place are soaring

The Councils

- NCCMO
- NCCD
- NCCCC
- NNLC
- NOHC
- NPC
- NCEO
- IHSLC
- DEC

Background

- 20 + years IHS Experience
- Service Unit Clinical Director
- Internist/Nephrologist
- Medical Center Clinical Director
- Chair of NCCD
- Area CMO/ Acting Deputy
- Acting CMO for IHS (short term)
- Member, Director's Executive Council

From the IHS Web Site

National Council of Chief Executive Officers (NCCEO)

- The purpose of the National Council of Chief Executive Officers (NCCEO) is to ensure that Indian Health Service (IHS) service unit chief executive officers (CEO) and their Tribal CEO counterparts effectively participate in the establishment and implementation of an Agency strategy to achieve the IHS mission.

National Council of Indian Health Podiatrists

- The organization of all podiatrists employed in full-time clinical positions at Tribal, Urban, Indian Health Service and Consortium facilities

National Council of Clinical Directors

- The organization of and for Clinical Directors and Medical Directors of all clinics and hospitals of the United States Indian Health Service including Tribal and Urban programs.

The Councils

- NCCMO (National Council of Chief Medical Officers)
- NCCD (National Council of Clinical Directors)
- NCCCC (National Council of Chief Clinical Consultants)
- NNLC (National Nurse Leadership Council)
- NOHC (National Oral Health Council)
- NPC (National Pharmacy Council)
- NCEO (National Council of Executive Officers)
- CAAD (Council of Area and Associate Directors)
- IHSLC (Indian Health Service Leadership Council)
- DEC (Director's Executive Council)

Chief Clinical Consultants

- The organization of the Chief Clinical Consultants (CCC) of the United States Indian Health Service.

The "Big" Councils

- CAAD (Council of Area and Associate Directors)
- IHSLC (Indian Health Service Leadership Council)
- DEC (Director's Executive Council)

Councils

- Groups of leaders sharing a common professional background and/or a common vision for health care for IHS beneficiaries.

Formal Organizational Structure

- What is yours?
- On what is it based?
- What is your relationship to Dr. Grim?

Structure

- Council (Feds, Urbans, Tribal)
 - More Formal vs Less Formal (Micturation)
- Executive Committee (Regional Reps)
 - Experience
 - Longevity

IHSystem as an Organism


- Structure begets function
- History begets Culture
- Environmental Influences

Council Functions

- Clearing House
- Venting House
- Resource House
- Representation to HQ an other groups
- Participation in Workgroups
- Letters to the Powers That Be
- Lobbying within the organization


How this Organism Works

- Policy
- Procedure
- Practice




What is Policy?

- Local, Regional, National
- Codified/Approved
- What's written
- What "ought" to be done




Leaders vs. Managers

- Health Care Education Preparation
- Ladder Analogy
- Informal Leaders
- Formal Leaders




What is Procedure

- Local/Regional
- Codified/Approved
- Usually written, but with "wiggle room"
- How the "ought" becomes the "does"




Local Communities

- Supervisor
- Tension: Giver/Receiver
- Compound Life: Play on Words
- Reservation Life: Approach/Avoidance Conflict




What is Practice

- Local
- Flows from Policy and Procedure
- Realty: What actually happens




Local Communities

- Take the community where it is
- Elucidate a vision
- Know the role of effect and affect
- Paternalism is great as long as it is time limited




Traditional Culture

- **Accept it as part of the social milieu**
- **Remember the history**
- **Peace Corp, Missionary, Guinea Pigs**
- **Knowledge is Power**
- **High Tech, High Touch**




Recommendations

- **Know your representative**
- **Know that there are multiple sources of Information**
- **Run, don't walk away from an organization that stifles communication**




Traditional Culture

- **Know the flow of power**
 - politics=personalities with power
- **Know your place and the plan**
 - role, function, etc.
- **Have agreed upon behavioral objectives**
 - with time/space parameters
- **The 'F' Word is your friend**



Headquarters Reorganization

- **Dissolution of Executive Leadership Group (ELG)**
 - Action Body
 - Chartering Body
 - Dynamic tension between ADs and ELG
- **Formation of Director's Executive Council (DEC)**
 - Policy ADVICE



Traditional Culture

- **Know how to listen**
- **Seek clarification**
- **Know how to give accurate information**
- **Be sensitive to timing, routing and distortion issues**
 - Be human and allow others to be too



DEC's Four Objectives (2005)

- **Health Promotion/Disease Prevention**
- **Administrative Consolidation**
- **Inherent Federal Functions**
- **Human Capital**